NAVRIIP

Naval Aviation Readiness Integrated Improvement Program

USS Truman Kicks-off Lean Program

*By Journalist Seaman
Jennifer Carl
USS Truman (CVN 75) PAO*

NORFOLK, Va. – Increased productivity is important to achieving maximum operational effectiveness. With this in mind, the Department of the Navy is testing a variety of programs called continuous process improvement methodologies, such as Theories of Constraints, Six Sigma and Lean, in an effort to make the most of its assets and streamline production.

USS Harry S. Truman (CVN 75) kicked off its first such program, on a carrier March 10. The program is called Lean-Pathways and the Navy's first implementation of AIR*Speed* aboard a carrier. Lean means exactly what the name implies – trimming the "fat" from

Photo by Eddie Riley, NAVAIR Public Affairs

Nick Kunesh, deputy assistant secretary of the Navy (Logistics) and Air Force Col. Sarah Smith, representative from Department of Defense for Maintenance, Policy, Programs and Resources, receives a brief from the Commanding Officer Capt. Michael Groothousen, and AE2(AW) Michael Kemper, test cell electrician, in the engine test cell on the Truman.

NAVRIIP facilitates MSA Program Success

*By Joan Holland
NAVAIR PMA 290 Public Affairs*

PATUXENT RIVER, Md. — NAVRIIP continues to foster the Warfighter focus and communications necessary to optimize current and future readiness across the Naval Aviation Enterprise. The process works, as evidenced by the current method of managing the Navy's Maritime Surveillance Aircraft (MSA) Program.

The goal of NAVAIR's MSA Program Office (PMA 290) is to partner with the Warfighter and industry to provide cost-wise readiness and dominant combat power via the MSA to the Fleet.

The MSA program currently includes three platforms, the S-3B Viking, the P-3C Orion, and the EP-3E ARIES II. The varied functions of these maritime surveillance aircraft include

land-based signals intelligence (SIGINT) reconnaissance, antisubmarine warfare (ASW) and overhead/mission tanking.

"NAVRIIP provides a valuable opportunity for us to share ideas and points of contact," says Cmdr. Ron Carlson, MSA program S-3 Viking department head. "We work on problems and issues weekly in the barrier identification and removal teams."

The NAVRIIP "provider" cross-functional team ensures metrics for processes are defined, collected and analyzed to assist in the formulation of recommendations to enhance cost-wise readiness. Decisions are made based on the metric based analysis, actions are initiated and results are tracked.

The objective is to identify, minimize or eliminate readiness degraders that ultimately

NAVRIIP University

By NAVRIIP Communications Team

In an effort to accelerate the migration to cost-wise readiness and to leverage best business practices into more Navy and Marine Corps operations, NAVRIIP will introduce NAVRIIP University (NavU) to facilitate the education process to the Navy.

The NavU is a one-day training session which focuses on the processes, tools and applications available in the NAVRIIP and AIRSpeed toolkits. By providing exposure to NAVRIIP history, processes and tools, any employee assigned to units participating in NAVRIIP and AIRSpeed activities will learn how to quickly become an effective member of the team in support of the initiative.

Members of the NAVRIIP management team and the Thomas Group, a consulting company with expertise in process management, will teach the course. NavU training will occur monthly.

Upcoming 2004 dates:
>   April 20 - North Island, Ca.
>   May 19 - Oceana, Va.
>   May 20 - Norfolk, Va.
>   June 15 - North Island, Ca.

For registration and course information, contact the Thomas Group by email at dbeachum@thomasgroup.com, or by calling 972.401.4276. Additional sessions will be added if demand exceeds the current schedule.

The training will consist of four modules, each lasting two hours. The first introduction module will concentrate on NAVRIIP and AIRSpeed history, the charter and organization, and an overview of the processes, tools, teams and success stories.

The second module will cover key processes used in the NAVRIIP program, including

Type Model Series Ready for Training Status

Ready for training availability
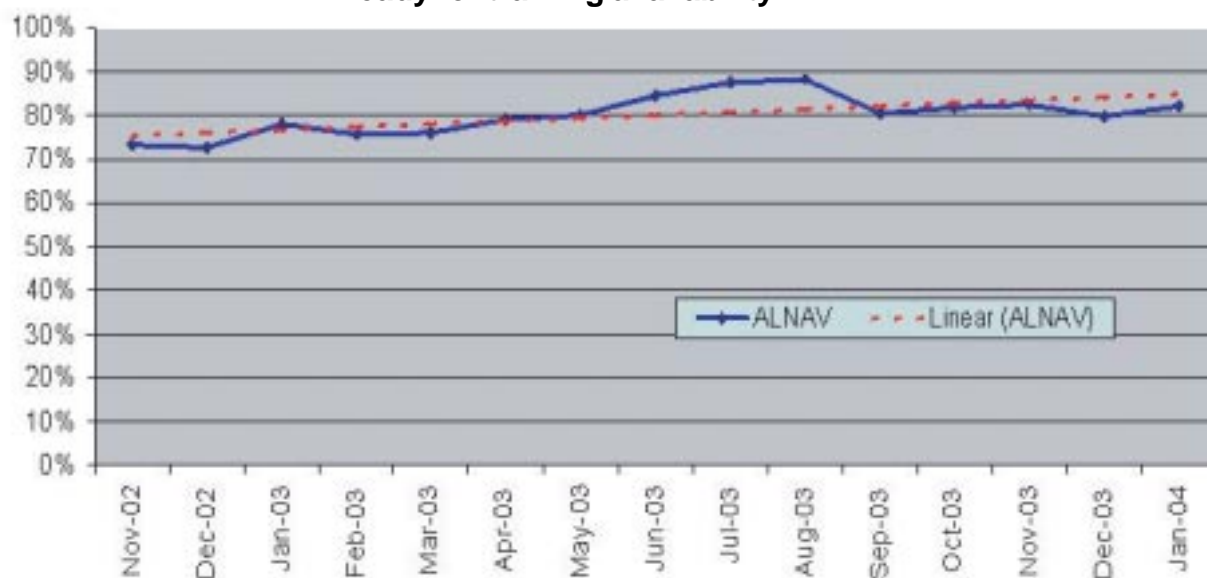
Readiness remains consistent as Naval Aviation focuses on cost.

"As a result of the recent NAVRIIP cultural change at the Wings, the Naval Aviation Enterprise is observing a steady improvement in readiness. We are now in the midst of another cultural change: an intense focus on *cost-wise readiness*. Efficiency and cost-management are the key elements to drive variability and waste out of Naval Aviation's current business practices. As we make this new paradigm shift, we expect the improving ready for training trend to continue, but at a reduced cost in the face of newly-realized efficiencies in our work practices." Cmdr. Donnie Gamboa, CFT 2 providers metrics lead, Operations Research Directorate, Naval Inventory Control Point (NAVICP-P)

Lean Kick-off

inventtory and cycle time. AIR*Speed* originated in the three Naval Aviation depots as a part of NAVRIIP.

The program is designed to minimize waste within the production process. It focuses on giving the customer what they need, when they need it, without defects and at the lowest possible cost. HST is implementing this program in an effort to improve maintenance and supply flow.

Lean is one of three methodologies the Navy is looking at using to sustain cost-wise readiness and to re-capitalize within its $115 billion annual budget, according to Nick Kunesh, deputy assistant secretary of the Navy (Logistics). The other two programs are Theory of Constraints (TOC) and Six Sigma. TOC focuses on system improvement through the removal of any constraint in the proces. Six Sigma aims to reduce variations by identifying any problems within the process and working to eliminate them.

"The efficiency methodologies can help to improve readiness and increase velocity in the repair cycle," said Kunesh. "They can increase capabilities while cutting labor and material costs."

A Lean team spent 11 days aboard USS George Washington (CVN 73) gathering and analyzing data concerning maintenance, supply and the repair cycle. The analysis resulted in a number of observations that will help in determining how Lean will be implemented on HST.

For HST, the implementation of Lean could mean rearranging some workstations and shops, according to Ralph Day, one of the team members who visited GW. Among the areas most profoundly affected by changes made through Lean are the aviation support division (S-6) within the supply department and the aircraft intermediate maintenance department (AIMD).

A five-day Accelerated Improvement Workshop (AIW) began March 29 on board HST. The purpose of this workshop is to evaluate the changes that need to be made and to train future Lean leaders from HST. Once Lean certification is earned, a Sailor will be responsible for leading any future training workshops and encouraging sustainment of the program.

During the kick-off, Kunesh's presentation included quotes from President George W. Bush, the Secretary of the Navy and the Chief of Naval Operations. All of these leaders are calling for transformation in the military.

Efficiency methodologies are just the beginning of the transformations the Navy is considering. Other transformation ideas

Photo by Eddie Riley, NAVAIR Public Affairs

RDML Michael Bachman, CFT-3 lead and NAVAIR deputy commander for logistics, introduces the Lean kick-off on the USS Truman.

North Island RIFLe - The Year in Review

By CDR David C. Meyers,
NAS North Island Supply Officer

"Since Relevant Information for Leadership (RIFLe) and Theory of Constraints (TOC) were implemented at Naval Air Station North Island, we have observed many positive changes. The first excitement of rapid improvement has steadied off, and I wanted to document our status as we re-evaluate or progress.

Within such a large organization as an ashore integrated maintenance activity (IMA), opportunities always exist for improving and realigning business processes/practices to the proper stakeholder, and for creating solutions to challenges at every level. At the retail end of the supply chain, the changes necessary to support wholesale system transformation are an even bigger obstacle to tackle.

RIFLe implementation began more than a year ago; we have over 15 months of data to review. In that time NAS North Island has seen the deployment of our supported carriers and every deployable aviation squadron from our four type wings. We have maintained the Fleet Replenishment Squadrons in order to meet ready for training goals. We have witnessed the return of the Operation Enduring Freedom/ Operation Iraqi Freedom deployed units, worked on the reconstitution of our air wings, deployed helicopter detachments and have increased our repair and return workload to support the USS Kitty Hawk (CV-63) shipyard availability period. All of this was accomplished while working with the Naval Aviation Enterprise partners to help put into practice cost-wise readiness measures.

We have two items to consider as those in the IMA evaluate the changes from implementing RIFLe. The first is simple: Is RIFLe and TOC the long-term solution and should the initiative become one of our business practices?

RIFLe has passed with flying colors, given the tremendous change in our operating schedule while also implementing additional NAVRIIP-focused business changes. *Figure 1* represents our progress with RIFLe and TOC. Both are now a viable part of our logistics toolbox.

Beyond the metrics that we use to measure our local success, the success of RIFLe at the air station helped argue the case for using TOC for the entire aviation enterprise at all levels of maintenance and support. This is now a reality under NAVRIIP's AIR*Speed* concept. RIFLe has also rolled out to other air stations and Marine air logistics squadrons. NAS Point Mugu, NAS Whidbey Island and NAS Oceana have implemented RIFLe and TOC. Other air stations will follow suit as part of the AIR*Speed* rollout of TOC with LEAN Manufacturing and Six Sigma.

Finally, RIFLe has moved into other areas of our operations, new barriers have been identified and attacked, and we've streamlined other practices within the organization. The management of air station inventories is one key area that was most appropriate for applying TOC. At NAS North Island, we have used RIFLe to enable us to reduce our logistics footprint by shrinking our local retail inventory levels. We have identified potential material reductions to our shore consolidated allowance listing (SHORCAL) in excess of 50 percent of current inventory levels – for both aviation depot level repairables (AVDLR) and consumables – without impacting on-station readiness.

The second item to evaluate is whether RIFLe allows us to radically transform the retail level supply chain and the IMA to better align and support top-level goals set forth by CNO and the Naval Aviation Enterprise leaders, while also providing the expected level of warfighter support.

Again, I think the answer is yes.

For those of us involved in the business of Naval Aviation, this past year has seen some unique changes and a new focus. Vice Admiral Malone, Commander Naval Air Forces (CNAF), released the precedent setting that included the introduction of the NAVRIIP initiated AIR*Speed* project. With this, TOC is one application in a suite of tools designed to drive improvements in readiness and mission success, using cost efficient approaches. TOC from the top dovetails into TOC (RIFLe) at our level, and improvements presented from senior Navy leadership should parlay into similar improvements at the operational level. The success of RIFLe at this IMA, as well as similar success stories at other NAS and Marine Corps sites, helped bolster this radical change in how we do business. Coupled with the proven success of LEAN production solutions at certain IMAs, as well as initial Six Sigma methodology to reduce quality variances, this NAVRIIP umbrella package is already helping various sites achieve significant business improvements.

We are working with the aviation intermediate maintenance department (AIMD) to improve and expand two major "lean" production lines – power plants and general support equipment. We have teamed together with our four supported Type Wing Maintenance Officers to identify organizational (O) level to original equipment manager (OEM) level, and O to depot (D) level candidates for intermediate (I) level test and check capability to help identify needless OEM/D A-799 (part code for malfunction) action on our beyond capable mainenance (BCM) that costs the Flying Hour Program. These, and other initiatives started at NAS North Island, are just the beginning of what we hope are positive, long-term, NAVRIIP-focused efforts which will provide immediate, as well as future savings to the Navy's FHP.

Cost-wise readiness, coupled with a zeal for aviation logistics, drives this air station. By encouraging hands-on ownership of local processes and fostering an environment of open dialogue, NAVRIIP has been an enabler for innovative solutions, and the vehicle by which all stakeholders are aligned to provide readiness solutions for the Fleet."

Figure 1. RIFLe Readiness Trends

TREND	Oct 02-Feb 03 5 Month trend	Oct 02-Dec 03 15 Month trend
AVG DAILY EXREP	83% decrease	70% decrease
AVG DAILY MULTI-EXREP	93% decrease	80% decrease
OVER-AGED AWP	65% decrease	65% decrease
1ST-DAY ISSUE PERCENTAGE EFFECTIVENESS	25% increase	11% increase
LOCAL ACWT	95% decrease	77% decrease

impact aircraft availability. While the goal of NAVRIIP is to optimize readiness, the process is also cost focused in order to ensure limited resources are applied where needed most.

Carlson cited one particular cost-saving success story with the S-3 aircraft that he directly attributes to NAVRIIP. "Some cards of the right-hand control logic assembly (CLA) in the S-3 are disposable items. Through our work with NAVRIIP, we directly communicated with the folks at the grass roots of the maintenance programs. Together we are able to find a way to reuse these cards instead of throwing them away and buying new ones," he said.

Using the latest technology, the CLA cards are now checked, refurbished and reused. This new process will reap cost savings both now and in the future. Savings will be realized during the current acquisition cycle, making the funds available for future readiness.

This success is credited to the cross-functional team's work that includes members from PMA 290, aircraft intermediate maintenance departments, NAVAIR depots, air wing maintenance, and Naval Inventory Control Point.

A tool that helps identify these kinds of opportunities is the aviation financial analysis tool. This program pulls together information

Frequently Used Acronyms

ACWT	Average Customer Wait Time
AFAST	Aviation Financial Analysis Tool
AIMD	Aviation Intermediate Maintenance Department
AMSR	Aviation Maintenance and Supply Readiness
ARFT-O	Aircraft Ready for Training and operations
BOG	Boots on the Ground, now T/M/S (see below)
BRT	Barrier Removal Team
CFT	Cross Functional Team
CFT-1	Readiness Requirements
CFT-2	Providers Requirements
CFT-3	Planning & Programming
CNAF	Commander, Naval Air Forces
CNO	Chief of Naval Operations
CpC	Cockpit Chart
CWT	Customer Wait Time
DIFM	Due in from Maintenance
DLA	Defense Logistics Agency
EXREP	Expeditious Repair
FRP	Fleet Response Plan
FB	Flag Brief
HQMC	Head Quarters Marine Corps
IDTC	Inter-deployment Training Cycle
ILS	Integrated Logistics Supply (elements)
IDRC	Inter-deployment Readiness Cycle
NAVAIR	Naval Air Systems Command
NAVICP	Naval Inventory Control Point
NAVRIT	Naval Aviation Readiness Improvement Team
NAVSUP	Naval Supply Systems Command
OPNAV	Office of the Chief of Naval Operations
PMA	Program Manager
PAR	Program Assessment Review
RIT	Readiness Improvement Team
TAT	Turn Around Time
T/M/S	Type-Model-Series
TCT	Total Cycle Time
TOC	Theory of Constraints
TSR	Time Since Repair
TYCOM	Type Commander
TRW	TYCOM Readiness Workshop
WINGMOs	Wing Maintenance Officers
WIP	Work in Progress

needed to identify and track cost drivers and gives teams an additional forum to share information. Also, it allows team members to develop efficiencies that may benefit other platforms.

"For the P-3 Orion aircraft, NAVRIIP is a critical element in ensuring we maintain necessary readiness levels, while at the same time dropping inventory levels and executing our sustainment bridge plan," said MSA Program Manager Capt. Steve Eastburg. The future replacement for the P-3 aircraft is the Multi-Mission Maritime aircraft which is currently in source selection.

"One of the strengths of the NAVRIIP program is that it provides architecture to facilitate visibility and support for cost-wise readiness issues," said P-3 Assistant Program Manager for Logistics Cmdr. Pat Buckley. "The metrics we gather allow everyone to analyze data to determine cause and effect. The resulting analysis is invaluable in identifying issues and is key to formulating follow-on recommendations."

Metrics associated with NAVRIIP allow platform communities to measure progress. For example, last year, the P-3 community realized a significant cost-wise readiness benefit, a 25 percent net gain in non-deployed, ready-for-tasking aircraft. This outcome allowed the P-3 squadrons to better execute their at-home training plan and to better prepare for deployment.

Another cost-wise success story, directly attributable to the NAVRIIP program, is the cost-savings derived from a shipping process improvement. For years, P-3 propellers have been shipped in wooden crates. On occasion, the crates and contents are damaged during shipment and result in damage to six or seven propellers per year.

The P-3 Propulsion Barrier Removal Team identified a commercially available high-strength plastic container for shipping the propellers that will significantly reduce the likelihood of damage during shipment. The program projects this sensible fix will result in cost-savings of $500,000 per year.

"The NAVRIIP process often accelerates initiatives that seemed to be moving at a snail's pace due to the barriers that had to be worked through," said Buckley. "The bottom line is that NAVRIIP makes it easier to get the job done in terms of getting visibility and support for cost-wise readiness initiatives that will hopefully keep those at the tip of the spear ready to take on the next challenge."

For more information on the MSA program, contact Joan Holland at (301) 342-0207.

NAVRIIP University

metrics management, barrier identification and removal, as well as actions in progress management.

The third module will focus on NAVRIIP tools and attendees will have a choice on which tools overviews to attend: theory of constraints; lean manufacturing; Six Sigma; the aviation financial analysis tool; earned value analysis; or the Kelly Index.

The fourth module will address effective team membership for the cross-functional teams, barrier removal teams and type-model-series teams. An overview of product enterprise teams will be added later. **4**

Cross Functional Teams
Schedule of Events - Calendar Year 2004

MONTH	DATE	DESCRIPTION	LOCATION	NOTES
APR	Wed 14th	CFT-2 Meeting	VTC	E-2 and VF -PAR
	Thurs 15th	CFT-1 TRW	VTC	HSL,HS,HC,C-2, - TRW
	Wed 21st	CFT-3 Meeting	VTC	
	Wed 26th - Thurs 27th	FB/RIT	Cherry Point	VFA, VF
MAY	Wed 12th	CFT-2 Meeting	VTC	To be determined
	Thurs 13th	CFT-1 TRW	VTC	VAQ,VMAQ,VMA - TRW
	Wed 19th	CFT-3 Meeting	VTC	
	Thurs 27th	RIT	VTC	To be determined
JUN	Thurs 10th	CFT-1 TRW	VTC	VFA,VMFA,VF - TRW
	Wed 16th	CFT-2 Meeting	F2F, WLO	HSL,HS,HC, C-2-PAR
	Wed 16th	CFT-3 Meeting	VTC	
	Wed 23rd - Thurs 24th	FB/RIT	JRB Fort Worth	To be determined
JULY	Wed 14th	CFT-2 Meeting	VTC	VAQ,VMAQ,VMGR, VMA-PAR
	Thurs 15th	CFT-1 TRW	VTC	HC, H3, MH-53, VMA, VMGR - TRW
	Wed 21st	CFT-3 Meeting	VTC	
	Thurs 29th	RIT	VTC	HSL,HC,HC,C-2
AUG	Thurs 12th	CFT-1 TRW	VTC	VAW,VS,VP - TRW
	Tues 17th	CFT-2 Meeting	VTC	VFA, VF- PAR
	Wed 18th	CFT-3 Meeting	VTC	
	Wed 25th - Thurs 26th	FB/RIT	Brunswick	VAW, To be determined
SEPT	Thurs 9th	CFT-1 TRW	VTC	HSL,HC,HC,HM, C-2 - TRW
	Wed 15th	CFT-2 Meeting	VTC	HMM,HMH,MH-PAR
	Wed 15thp	CFT-3 Meeting	VTC	
	Thurs 30th	RIT	VTC	VFA, VF
OCT	Wed 13th	CFT-2 Meeting	F2F, NORFOLK	E-2-PAR
	Thurs 14th	CFT-1 TRW	VTC	VAQ,VMAQ,VMA, HMM, HMH - TRW
	Wed 20th	CFT-3 Meeting	VTC	
	Wed 27th - Thurs 28th	FB/RIT	Miramar	HMM,HMH,HMLA,HM
NOV	Tues 16th	CFT-1 TRW	VTC	VFA, VF - TRW
	Wed 17th	CFT-2 Meeting	VTC	VS,VP,HMLA -PAR
	Wed 17th	CFT-3 Meeting	VTC	
		RIT	No RIT Meeting	
DEC	Wed 8th	CFT-2 Meeting	VTC	HSL,HS,HC, C-2-PAR
	Wed 15th - Thurs 16th	FB/RIT	Pendleton	VAW,VS,VP,HMLA
		CFT-1 TRW	VTC	HMLA

The TYCOM Readiness Workshop (TRW) consists of two elements: Readiness and Aircraft/Systems. During the Readiness portion of the workshop, the Lead Commodore/MAG CO and PMA will review readiness gaps and provide/develop gap closure planning using top-level chart analysis. This is also the forum for readiness barrier escalation to the TYCOMs.

Hosted by TYCOM N42s, the aircraft and systems workshop allows O-6 and below staffs to work with the WINGMOs/MALS COs and APMLs on cockpit chart interpretation, degrader rank ordering, and root cause analysis.

During the Program Assessment Review (PAR), the PMA and Lead Commodore provide a detailed aircraft and systems barrier escalation brief to provider organizations. During the Readiness Improvement Team (RIT) meeting, the Lead Commodore and PMA provide a summary readiness and aircraft systems barrier escalation brief to the team.

NAVRIIP Removes Barriers, Increases Productivity at Mayport

By Shelly Sikes-Diaz, NAVAIR Jacksonville, Public Affairs
and Betsy Haley, NAVRIIP Communications Team

JACKSONVILLE, Fl. – Barrier removal teams (BRT) significantly eliminated power supply readiness barriers that have positively impacted turn around time and overall productivity for the H-60 type-model-series (T/M/S), since the last NAVRIIP leadership team's visit to Naval Station Mayport.

Cmdr. Jeri Sue King, officer-in-charge, Aircraft Intermediate Maintenance Detachment (AIMD), Mayport, hosted the NAVRIIP leadership tour of the AIMD facility, and updated the group on vital cost-wise readiness improvements and resolved readiness barriers.

King explained the recent barrier with the air conditioning system in the tailored minivast automated testing equipment (TMV) work center. The system frequently stopped functioning, requiring the benches to shut down. When the benches were turned back on, the power surge caused circuit cards to fail, and the replacements were difficult to obtain. As a result, the backlog in the shop could reach more than 100

Photo by Shelly Sikes-Diaz, NAVAIR Depot Jacksonville Public Affairs
AD3 Scott Surprenant and AD1 Joseph Carrico explain the tear-down process of the T-700 Engine in AIMD Mayport's Lean production line.

Productivity at Mayport

components. The failures were due to clogged filters, providing the momentum to improve local air conditioning maintenance procedures with coordination with the public works department on station.

"This NAVRIIP visit gave us the opportunity to demonstrate our successes with reducing customer wait times and increases in productivity that we have achieved since the last visit," said King. "We also shared our lessons learned and the processes used to incorporate the barrier identification and removal into the way we do business."

King's department also experienced decreases in production due to frequently shutting down circuits and benches during thunderstorm conditions, which are frequent in the Mayport area. A constant, clean power source was needed to prevent down-time due to lightning strikes or brownouts. BRTs worked to procure an uninterrupted power supply (UPS) for the shop. Once the power supply barriers were resolved, the component backlog dropped to approximately 30. Due to the UPS system, over 258 lost production man-hours were gained and cost avoidance savings totaling approximately $180,000 annually was realized.

"NAVRIIP seeks to provide cost-wise readiness for the Warfighter," said VADM Walter Massenburg, commander, Naval Air Systems Command. "The *profit* of the Naval Aviation Enterprise is our future.

This means that the efficiencies gained in process improvements affords the *Enterprise* more resources towards re-capitalization in support of CNO's goals," he continued.

The AIMD team also implemented Lean Manufacturing techniques in the power plants work center. The team's efforts were apparent in the SH-60 T-700 engine shop, where dramatic changes have taken place.

"The barrier removal team increased engine power, and stabilized a negative time-on-wing trend," said Capt. Bill Shannon, NAVAIR program manager, SH-60 T/M/S. "The team is now actively working on improving time-on-wing, while also working to reduce engine bare firewalls to zero, increasing engines product availability and increasing aircraft ready for operations," said Shannon.

"Lean has greatly affected our productivity," said ADC Michael Padro. "The number of physical steps involved in building the engine was reduced from 3,039 to 348, and turn-around-time (TAT) has been reduced by over 20 days. Our work processes are flowing much more smoothly now than before implementing Lean," said Padro. "The training is very valuable." He also expressed that the team hopes to further reduce engine TAT time and see further gains in production by continuing with the processes.

During the last leadership trip to Mayport Naval Station, teams identified more than 180 mission barriers to readiness. By the end of this visit, BRTs were able to resolve many of those barriers locally.

Lean Kick-off

include the concept of sea-basing and the design of CVN 21, the next-generation aircraft carrier. The focus of all of these concepts is to support speed, agility, flexibility and sustainment.

Sea-basing is designed to give the Navy staying power, self-sufficiency and the ability to get to a fight quickly, according to Kunesh. Sea-basing would also put 80 percent of the world's population within range of naval forces.

CVN 21, which is planned to be available around 2011, calls for reduced manning, improved survivability and more efficient flight operations. The new design will reflect any improvements made on HST through the implementation of Lean, according to Rear Adm. Michael Bachmann, Assistant Commander for Logistics, NAVAIR.

Bachmann also noted that while the design for CVN 21 aims to reduce the manning by 750 and 1,000 people, plans for increased manning in future air wings will present an extra challenge.

"We will have to change ship design to make this work on a carrier," said Bachmann.

By implementing Lean, on the HST is helping to make the transformations and improvements that will make the Navy more efficient. "This is the right time and the right place to start this off," said Kunesh. "We're really looking forward to doing this on *Truman.*"

For related news, visit the *USS Harry S. Truman,* Navy NewsStand page at www.news.navy.mil/local/cvn75. For information on the AIRSpeed program, contact the program office at 301.757.2649.

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